

PENGARUH *HIGH PERFORMANCE WORKING SYSTEMS* TERHADAP *WORK PERFORMANCE* EFEK DARI *JOB RESPONSIBILITY* DAN *WORK FATIGUE*

THE INFLUENCE OF HIGH PERFORMANCE WORKING SYSTEMS ON WORK PERFORMANCE EFFECTS OF JOB RESPONSIBILITY AND WORK FATIGUE

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ABSTRACT

This study explores the effect of a high performance working system on work performance, the effects of job responsibility and work fatigue. Quantitative research using the Structural Equation Model (SEM) method, starting in 2023 by focusing on employees who have worked in companies that implement high performance systems and have worked for more than one year, then work in the Jabodetabek industrial area, and have supervisors. Data collection was carried out by distributing online questionnaires to 200 respondents. Data processing uses SmartPLS 3. The findings of this study indicate that a high performance working system (HPWS) can increase job responsibility. HPWS can also affect employee work fatigue with a large number of work targets that must be done. In addition, HPWS also affects work performance where employees with high performance will experience excessive fatigue due to work. The results of this research are expected to provide valuable insights for managers and company stakeholders in understanding the key elements that need to be considered in developing a high performance system.

Keywords: *High Performance Working System, Job Responsibility, Work Fatigue, Work Performance*

ABSTRAK

Penelitian ini mengeksplorasi pengaruh high performance working system terhadap work performance efek dari job responsibility dan work fatigue. Penelitian kuantitatif dengan metode Structural Equation Model (SEM), dimulai tahun 2023 dengan berfokus pada karyawan yang sudah bekerja di perusahaan yang menerapkan sistem kinerja yang tinggi dan bekerja selama lebih dari satu tahun, kemudian bekerja di kawasan industri Jabodetabek, serta memiliki supervisor. Pengumpulan data dilakukan melalui penyebaran kuesioner secara online pada 200 responden. Pengolahan data menggunakan SmartPLS 3. Temuan penelitian ini menunjukkan bahwa high performance working system (HPWS) dapat meningkatkan job responsibility, mempengaruhi work fatigue karyawan dengan banyaknya target pekerjaan yang harus dikerjakan. Selain itu, HPWS juga mempengaruhi work performance yang dimana karyawan yang memiliki kinerja tinggi akan mengalami kelelahan berlebih akibat kerja. Hasil penelitian ini diharapkan dapat memberikan wawasan yang berharga bagi manajer dan pemangku kepentingan perusahaan dalam memahami elemen kunci yang perlu diperhatikan dalam mengembangkan sistem kinerja yang tinggi.

Kata Kunci: *High Performance Working System, Job Responsibility, Work Fatigue, Work Performance*

INTRODUCTION

Globalization has pushed companies to act broadly in obtaining competitive advantages and advantages. Even more, companies must be able to cope with tougher competition in the future (Frone et al., 2018). This of course forces management to look for new ways of organizing work. So therefore implementing a high performance working system can assist in the creation and development of knowledge within the company, as well as to increase the productivity and efficiency of the organization (Park et al., 2020).

The application of a high performance working system not only improves company performance but also has a positive impact on employee welfare (Abbas, 2021). What's more, employees will acquire knowledge, skills, motivation, and opportunities that can provide a competitive advantage in working in companies (Topcic et al., 2015). As happened at PT CRESTEC INDONESIA which implements a high performance working system for employees that focuses on developing professional skills, such as leadership training, communication skills, or relevant technical skills. After completing the training, the company provides rewards in the form of bonuses or salary increases to employees who successfully achieve the goals set in the training program, this is expected to increase motivation, employee retention, and increase company productivity (Gao et al., 2014).

Previous research has explained a lot about the effect of a high performance system on work fatigue (Ruiz et al., 2019). In addition, it also explains the influence of the mediating effect of job responsibilities, work performance, and overtime (Jiandong et al., 2022). However, this research has limitations and gaps in the research, where many

studies measure the sustainable effects of high performance systems on business results, but only a few consider the effects of total quality management practices (Peterson et al., 2014). If we are successful in demonstrating the benefits of this, companies must incorporate total quality management into their business processes and adapt their high performance systems to a total quality management strategy.

The purpose of this research is to fill the gap in existing knowledge by exploring the effect of high performance working systems on work performance the effects of job responsibility and work fatigue. It is hoped that this research can contribute to the scientific level of human resource management with develop a better theoretical understanding of the variables researched and can provide positive managerial implications on workers' perceptions of occupational health risks in the industrial and non-industrial sectors industry (Bakker., et al 2018).

High Performance Working System

A high performance working system is a company's formal internal support as a determinant for employees to stay or leave work (Guest, 2017). The high performance working system aims to improve the performance of all employees in the form of recruitment, training, decision making (edcision making), job security (employment security), (Hair et al., 2018) performance management, job design, and rewards which are the dimensions of a high performance working system (Kloutsiniotis & Mihail, 2020). The diversity of high performance working systems is something that must be considered in considering measurements to be used in the practice of high performance systems (Jiandong et al., 2022).

High performance working system is very important to be implemented in companies but not excessive so that it does not have a negative impact on employees, taking into account the factors that influence it and the balance between employee and organizational goals so that the company can develop according to the goals to be achieved (Jiandong et al., 2022).

Recruitment

Recruitment is the process of collecting applicants who have the qualifications required by the company to be employed at the company (Lee & Mao, 2023). The benefit of recruitment is that it has a function as " the right man in the right place ", where this becomes a guideline for managers in placing the workforce in their company (Hunkenschroer & Luetge, 2022).

Recruitment is a series of activities to find and attract job applicants with the necessary motivation, abilities, skills, and knowledge to cover deficiencies identified in personnel planning, while selection is the process of selecting from a group of applicants or people who meet the criteria to occupy available positions based on conditions that exist in the company (Bakker & Demerouti, 2018).

Training

Human resource training process is one of the ways companies do to improve employee performance. In general, training is an activity associated with the current job (Guest, 2017). Training aims to improve worker performance in a particular job that is currently their responsibility, or a specific job that is related to their work (Amani, 2022).

In carrying out human resource training activities, the company has a general objective to improve employee performance capabilities which are

expected to also have a positive impact on company progress, and the quality of the products or services produced (Hisar & Suharna, 2020).

Decision Making

One very important function in leadership, namely decision making or decision making, in which a leader spends most of his time, attention, and mind used to examine the decision-making process (Yildiz & Ahi, 2022). The higher a person's position in organizational leadership, the decision making becomes the main task that must be carried out. The behavior and ways of leaders in decision-making patterns greatly influence the behavior and attitudes of their staff (Yang et al., 2023).

Decision making is a result of solving a problem, answering a question as a law of the situation, and selecting one of the alternatives from the alternatives, as well as ending the thought process about the problem or problem being faced (Cahyadi & Prastyani, 2020).

Employment Security

Employment security is a supporting element that helps build a safe work environment, both tangible and intangible. Tangible safety elements support materials such as clothing, helmets, goggles, and gloves. Intangible security supporting elements: tools, signs, manuals for using warning signs, warnings, and guards (Salamon et al., 2022).

Occupational Safety and Health (K3) is a field related to the health, safety, and welfare of people working in project facilities or locations. Job security is the physical health of employees. Including protection health (Ristya et al., 2022). From this sense, job security can be interpreted as the

physical protection of workers to protect them from work-related pain and loss.

Performance Management

Performance management is the performance of individual members of the organization, which includes planning, investigation, coordination, supervision, staffing, negotiation, and representation (Hobfoll et al., 2017). Zhang (2009) also stated that performance management is a result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities, to achieve organizational goals. Performance management too plays a role in organizational activities so it becomes one of the factors that can increase organizational effectiveness.

Job Design

Job design is the process of making assignment designs so that work can be done properly. The work done in companies does not develop by chance, so managers must design jobs and think about them according to the skills, abilities, and desires of their employees (Ristya et al., 2022). Job design is also a tool to motivate and challenge employees. Therefore organizations need to have a working system that can support organizational goals effectively and efficiently which can stimulate employees to work productively, reduce boredom, and can increase job satisfaction (Abbas et al., 2021).

Rewards

Reward is the process of giving gifts, awards, or rewards that aim to make someone more active in their efforts to improve or improve the performance that has been achieved. Rewards are one of the most important control tools used to arouse enthusiasm

or motivate employees to act to achieve the expected goals and objectives (Sakti & Dwihanus, 2022).

Giving rewards is one of the implementations of the function of human resources as a form of positive attention from an agency or organization as an encouragement that has the aim of motivating and encouraging employee participation in providing the best results. More productive employees will be able to increase consumer satisfaction, which is none other than the wider community itself (Naka & Rojuaniah, 2020).

Job Responsibilities

Employees who have high job responsibilities can evaluate more deeply their abilities so that they are more skilled and have high motivation at work (Syah & Olivia, 2022). By having good job responsibilities, employees can easily negotiate salary increases and get promotions. Therefore employees who have a high sense of responsibility are willing to invest more energy used to get greater achievements so they feel more satisfied at work (Elovainio et al., 2001).

By having a high sense of responsibility, employees will be more motivated at work and will feel in love with the work they are doing. By having a high sense of responsibility, employees can easily make decisions, because they will be responsible for the results of their work (Kelliher & Anderson, 2009).

Work Fatigue

Work fatigue Is a condition accompanied by a decrease in efficiency and endurance in work with the main source being visual fatigue, physical fatigue, nervous exhaustion, fatigue from a monotonous environment, and fatigue from a chronic environment as a fixed factor. Work fatigue is a factor that can cause a decrease in work productivity,

high medical and material costs, and low quality of work (Crawford et al., 2010).

Work fatigue is a problem that is often encountered in the workforce. Work fatigue is an important problem that needs to be handled properly because it can cause various problems such as loss of efficiency at work, decreased productivity and work capacity as well as health and body endurance capabilities that cause work accidents. Fatigue is also the main cause of work accidents and will affect productivity (Brown et al., 2005).

Work Performance

Work performance is defined as a tool to measure whether an employee in an organization can achieve goals based on certain standards (eg, accuracy, effectiveness, speed, cost). The term refers to employee accomplishments that - positively or negatively - contribute to the overall progress of the company. This has been identified as a behavior related to one's work outcomes in terms of success and productivity (Hair et al., 2018).

In every company or organization, good employee performance has a significant impact on generating profits and increasing the company's reputation. Higher employee performance leads to greater worker innovation. In this case, good work performance is very beneficial for workers and employers. The more employees who have good performance at work, the better the company's performance (Anindita & Cahyadi, 2020).

Relationship Between Recruits To Job Responsibilities

Cropanzano & Ambrose (2001) states that recruitment has an important effect on job responsibility . because if the process implementation of recruitment that is carried out is not

under the standards set by the company, it will cause problems such as low employee performance, decreased employee absenteeism, often late, and others. Therefore by implementing a good recruitment process, the company will get more qualified employees, so that the performance of its employees will be better. In addition, the positive impact of the recruitment program can have a positive effect on increasing employee commitment, productivity, and quality of work (Jensen et al., 2013). H1: Recruitment has a positive impact on job responsibility.

Relationship Between Training To Job Responsibilities

Chowdhury et al. (2022) state that there is a positive influence between training and job responsibility. This is where the training process produces benefits for employees and organizations and influences job responsibility through the development of knowledge, skills, abilities, competencies, and behavior. revealed that training refers to efforts planned by a company to facilitate the learning of employees about job-related competencies. Abbasi et al. (2022) revealed that the existence of job training can affect employee performance, as evidenced by the higher the employee's responsibility, the higher the employee's performance. So it can be concluded that the implementation of training at the start of work can increase employee responsibility at work.

H2: Employee training has a positive effect on job responsibility.

Relationship Between Decision Making Against Job Responsibility

Decision making becomes important to the company's performance because If management is wrong in making decisions, it can be fatal. Conversely, if the decisions taken are

correct, the company will be more advanced and able to achieve its goals (Amani, 2022). Therefore, careful consideration is needed based on the facts and data that the company has. In addition, the decision-making process must also be supported by a high sense of responsibility from employees because this is one of the keys to doing a good job (Kelliher & Anderson, 2009).

H3: Decision making influential and positive towards job responsibility.

Relationship between Employment Security Against Job Responsibilities

Employment security can be an important factor in doing work because employees who are working can be guaranteed safety and tend to feel comfortable and calm when working, so employees can be more responsible in completing all their work (Zhang et al., 2017). Similarly, Brown et al. (2005) argue that employment security is a very influential job responsibility because with this matter Employees will feel protected by the company so they can increase their sense of responsibility, dedication, loyalty, and passion in working for the company. Security at work becomes a mandatory requirement because this can increase productivity, quality, and responsibility in working to serve the company.

H4: There is a significant effect of job security on employee engagement.

Relationship Between Performance Management Against Job Responsibility

Macky & Boxall. (2008) states that performance management can increase the sense of employee responsibility and support the company's strategic goals, so that with this then the series of activities in the company can run well and follow the work standards set. With good performance

management, it will affect the work responsibilities of employees, because managers will provide recognition from the company for the performance of its employees so that the sense of responsibility at work will increase. Based on existing theory, we know that performance management is closely related to employee performance. Because performance management functions as a regulatory process for employees to work more effectively and efficiently (Park et al., 2014).

H5: Performance management has a positive impact on job responsibility.

Relationship Between Job Design To Job Responsibility

Aryee et al. (2011) argue that job design is one of the factors driving the success of company productivity because it can regulate work assignments to meet company goals. Hair et al. (2018) stated that this is an important point in management because, in addition to being related to productivity, it also concerns the workforce that will carry out activities in the company so that it becomes more focused and clear, which can directly influence the attitude of employees in being responsible and consistent with the results of the expected performance. done to contribute to the success of the company.

H6: Job design has a positive impact on job responsibility.

Relationship Between Reward Against Job Responsibility

Every organization uses various rewards or rewards to attract and retain employees and motivate them to achieve personal goals and organizational goals. The size of the reward given depends on many things, mainly determined by the level of achievement achieved. In addition, the form of reward is also determined by the type or form of

achievement achieved and to whom the reward is given (Karim, 2011). The existence of these rewards can influence employees to improve the quality of their work and increase their sense of responsibility at work (Karim, 2011).

H7: Reward has a positive impact on job responsibility.

Relationship Between Job Responsibility To Work Fatigue

Messersmith et al. (2011) revealed that employees who have a high sense of responsibility at work will be able to complete tasks given by the company before the specified time. Employees who have a high sense of responsibility also dare to take risks for the decisions they make and can work diligently and highly dedicated to the company, but this is one of the factors that affect work fatigue because, with a high attitude of responsibility, employees will get tired more quickly in

doing work and can increase the possibility of errors in work (Kroon et al., 2009).

H8: High job responsibility has a positive impact on work fatigue.

The Relationship Between Work Fatigue To Work Performance

Work fatigue has a major influence on the physical condition and results of employee performance, because with a tired physical condition, employees must continue to do the work that has been assigned, resulting in a loss of focus at work, and the error rate at work will increase, and employees will find it easier exposed to stress due to the work being done (Salamon et al., 2022).

H9: Work fatigue harms work performance.

Based on the framework hypothesis, so model study can depict picture 1 as follows :

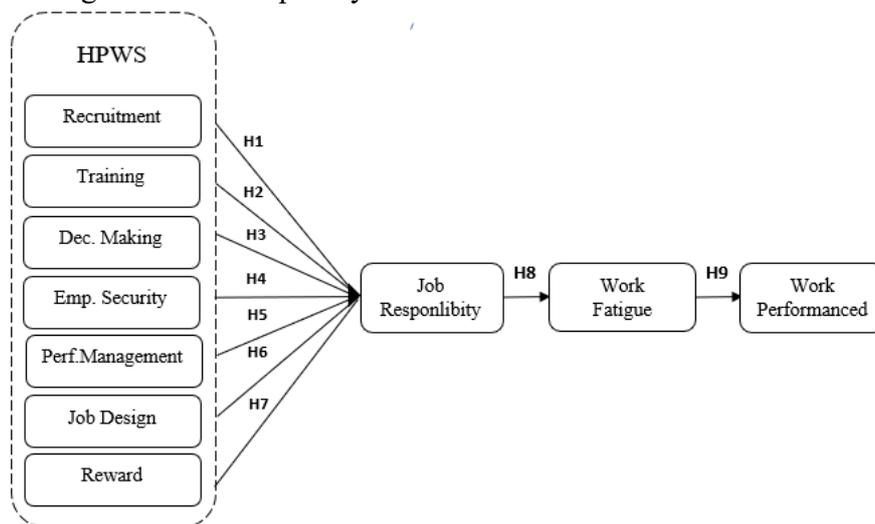


Figure 1. Research Model

METHODOLOGY

Data collection uses a survey method by distributing questionnaires online. Measurements were carried out using a Likert scale with a scale of 1 – 5 (1 = strongly disagree and 5 = strongly agree) to give respondents the flexibility to be able to choose according to their wishes more specifically. The unit of analysis used in this research is employees' perceptions of high performance systems. To measure *recruitment variables* 4 statements, *training* 4 statements, *decision making* 5 questions, *employment security* 5 statements, *performance management* 5 statements, *job design* 4 statements, *reward* 5 statements, *job responsibility* 5 statements, *work fatigue* 4 statements, and *work performance* as many as 5 statements. So the total statement of the whole is 46 items.

The population in this research are employees who work in companies that implement high performance systems. Furthermore, the technique of determining the sample in this study is by purposive sampling in companies with sample criteria, namely employees who are already working more than 1 year in the company.

The research was conducted using *the Google form* as a means of distributing questionnaires that had been prepared beforehand. Researchers used the SEM (*Structural Equation Model*) method, while data processing and analysis used IBM SPSS 24 and SmartPLS 3 software with u-test validity. The researcher tested the validity and reliability of the pretest data by looking at the value of *outer loading* and *average variance extracted (AVE)*, where an indicator is said to be valid when it has an *outer loading value of* > 0.7 and $AVE > 0.5$ (Hair et al., 2018). The SmartPLS 3 output related to the *first-order* validity test shows that all

indicators from the dimensions of *recruitment, training, decision making, employment security, performance management, job design, rewards, job responsibility, work fatigue, and work performance* have *outer loading values* > 0.7 and $AVE > 0.5$ so that they are declared valid.

RESULTS

The total number of respondents who filled out the questionnaires in this study was 250 people, however, those who met the *sampling criteria* were 200 people. Of the 200 respondents were women by 53.1% and men by 47.8%. dominated by the age range between 31-40 years, have worked in a company that implements a high performance system for at least one year, then have a *supervisor*, and work in an industrial area in Greater Jakarta.

Data processing begins with testing *the second-order reflective-reflective outer model*, where the evaluation of *the outer model (measurement model)* namely validity and reliability tests will be carried out in 2 stages, namely *first order* and then *second order*. *The first-order* validity test begins by assessing *convergent validity*, namely measuring the validity of reflective indicators as a measure of dimensions or latent variables by looking at *the outer loading* and *the average variance extracted (AVE)* value of each indicator from that dimension. Based on *the output of SmartPLS 3*, it shows that all indicators from the AES, COM, CRI, ENT, INT, PER, SAT, SER, TRE, TRU, WOM, and PI variables have *outer loading values* > 0.7 and $AVE > 0.5$ so that it is declared valid. Next is to test *discriminant validity with the cross-loading* approach which will look at the *loading value* of an indicator on its latent variables and the *loading value* of that indicator on other latent variables. Based

on the output of SmartPLS 3, it shows that the *loading value* of each indicator on the latent variable is greater than the *loading value* of the indicator on other latent variables, so it is concluded that it meets the *discriminant validity requirements*. Then in the *first-order reliability test*, all of them had a *composite reliability (CR)* value of > 0.7 and *Cronbach's alpha (CA)* > 0.7 so that all were stated to be reliable, the validity and reliability test measurements following the recommendations of (Hair et al., 2018).

All dimensions of the variables *high performance working system (HPWS)*, *job responsibility*, and *work performance* has an *outer loading value* > 0.7 which is declared valid. Meanwhile, 1 dimension of the *work fatigue variable (wf)* has an *outer loading value* of > 0.7 so it is declared invalid and will be eliminated in the next statistical test process. The validity test based on the AVE value shows that the variables RC, TR, DM, ES, PM, JD, R, JR, WF, and WP have AVE values > 0.5 so they meet the validity requirements. Regarding the *discriminant validity test* with the *cross-loading approach*, it shows that the *loading value* of each indicator on its latent variables, namely RC, TR, DM, ES, PM, JD, R, JR, WF, and WP are greater than the *loading values* of these indicators for other latent

variables, so it is concluded that they have fulfilled the *discriminant validity requirements*. Regarding the *second-order reliability test*, all latent variables have a *composite reliability (CR)* value of > 0.7 and *Cronbach's alpha (CA)* > 0.7 so all of them are declared reliable (Hair et al., 2018).

After analyzing the *outer model (measurement model)*, the next step is to analyze the *inner model (structural model)* which begins with knowing the value of R square in each equation. Based on the SmartPLS 3 output, the R square value is 0.890, this value indicates that the magnitude of the influence of the SMMA, RQ, and PV variables on PI is 89%, while the remaining 11% is influenced by other variables not examined in this study. The R Square number of 0.854 also shows that the level of prediction of the independent variable on the dependent variable is high (Hair et al., 2018). Related to the *fit model test*, the value of SRMR (*standardized root mean square residual*) is $0.06 < 0.08$ which indicates that the relationship observed in this research model is suitable or appropriate (Hu & Bentler, 1998). Then in hypothesis testing (bootstrapping) will see the *path coefficient values*, namely the *original sample, T statistics*, and *P value*, where the research results are shown in Figure 2 below.

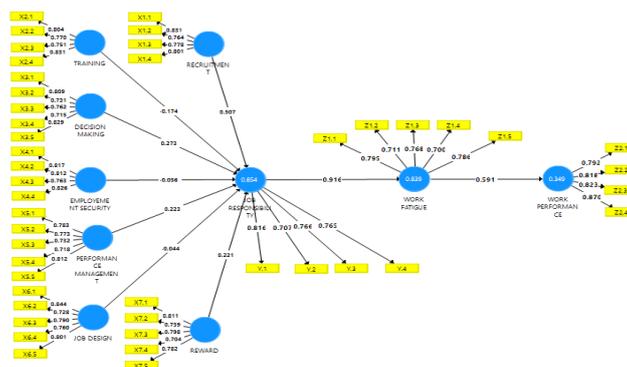


Figure 2. P-Value Path Diagram Results

Table 1. Model Hypothesis Test

Hypothesis	Statement hypothesis	Original Sample	T Statistic (>1,96)	P Values (<0,05)	Information
H1	<i>Recruitment has a positive effect on job responsibility</i>	0.235	2.444	0.015	The data support the hypothesis
H2	<i>Training has a positive effect on job responsibility</i>	-0.171	1.210	0.227	The data do not support the hypothesis
H3	<i>Employment security has a positive effect on job responsibility</i>	0.034	0.190	0.849	The data do not support the hypothesis
H4	<i>Performance management has a positive effect on job responsibility</i>	0.592	6.429	0.000	The data support the hypothesis
H5	<i>Job description has a positive effect on job responsibility</i>	0.407	3.876	0.000	The data support the hypothesis
H6	<i>Reward has a positive effect on job responsibility</i>	0.329	2.483	0.013	The data support the hypothesis
H7	<i>Decision making has a positive effect on job responsibility</i>	0.323	2.493	0.013	The data support the hypothesis
H8	<i>Job responsibility mediates work fatigue</i>	-0.205	1.507	0.132	The data do not support the hypothesis
H9	<i>Work fatigue mediates work performance</i>	0.588	6.796	0.000	The data support the hypothesis

Source: SEM-SmartPLS3 Processed Data (2023).

Based on Table 1, the hypothesis test above shows that all the *original*

sample values are positive, the t-statistics value is above 1.96, and the p-

value is less than 0.05, so this shows that the data in this study supports all research hypotheses. built. Regarding the results of the mediation test, it shows that the variables are *job responsibility* and *work fatigue* having a mediating role with *work performance* is indicated by a positive *original sample value*, a *t-statistics* value above 1.96, and a *p-value* less than 0.05. The results of the mediation show that there is a partial or complementary mediation role due to the significant influence of *social media marketing activities* on *purchase intention* both directly and through mediation (Zhao, Chen, & Lynch, 2010).

This study aims to explore the effect of *high performance working systems* on *work performance*, the effects of *job responsibility*, and *work fatigue*. The application of a high performance system is a thing important for the company, a high performance system in the company has a variety of positive influences (Kroon et al., 2009). First, it can increase the efficiency and productivity of employees, thereby increasing the company's results and profitability. Apart from that, this can also increase employee satisfaction, as they feel recognized for their contributions (Kelliher et al., 2009). A good performance system also encourages innovation and collaboration, facilitates company growth, and creates a positive work environment. However, keep in mind that the right approach and good management are needed to avoid undue pressure on employees and ensure the system is fair and transparent (Hair et al., 2018).

First, this study proves that a *high performance working system* can increase productivity with an effective performance system so that employees will be more motivated and directed to achieve company goals. Then,

companies can carry out periodic performance evaluations and provide constructive feedback to employees (Kane et al., 2013). This feedback helps them understand areas where employees need to improve, as well as provides recognition for accomplishments that have been achieved. Furthermore, companies can provide employee training and development provisions to improve employee skills and knowledge, so that employees feel supported to develop abilities so that their performance can be more productive (Chao & Zhang, 2009). Companies also need to review and evaluate their existing performance systems to see if any areas could be improved or refined to improve overall effectiveness and productivity.

Second, this study proves that a *high performance working system* can improve service or product quality where high performing employees tend to provide better services or products, increasing customer satisfaction and company reputation. Employees with high performance tend to be more creative and innovative in finding solutions to improve product quality (Hunkenschroer et al., 2022). They can propose new ideas and improvements that can increase production efficiency and customer satisfaction. Then, employees who have high performance tend to have better technical skills in carrying out their duties and work. These skills help to produce products with a higher level of accuracy and quality and, high-performing employees tend to have strong problem-solving abilities, because they can identify problems that may arise in the production process and take appropriate actions to overcome these problems (Gao et al., 2014).

Third, this study proves that by implementing a *high performance working system*, high-performing

employees get greater recognition and rewards, this can maintain loyalty and morale because recognition and rewards become a source of motivation for employees to continue to excel and achieve results. better (Li et al., 2007). This can encourage them to try harder and improve the quality of the products or services they provide because this can serve as an example for other employees to imitate and try to do better. This can stimulate healthy competition among employees to achieve higher performance. Then, recognizing and rewarding high-performing employees becomes a way for companies to show concern and appreciation for their efforts. This can strengthen the manager-employee relationship and create a more harmonious work environment (Peterson., 2014).

Fourth, this study proves that the application of a *high performance working system* can increase the competitiveness of companies so that companies with high performance systems have a competitive advantage because they can respond to market changes quickly and efficiently (Zhang et al., 2017). In addition, employees can complete tasks quickly and precisely, reduce production costs, provide good service, and improve overall operational efficiency as well as achieve higher quality standards in producing products or providing services to customers. Better product quality can increase customer satisfaction and help retain and attract more customers (Jensen et al., 2013). It is important to note that a high performance system must be implemented fairly and transparently to provide maximum benefits and encourage employees to perform better.

CONCLUSION

The entire hypothesis built in this study has proven that there is a

relationship between the variables of *high performance working system, job responsibility, work fatigue, and work performance. high performance working system* has an important role in increasing efficiency and productivity in the company, where when the company implements a *high performance working system* and manages it well, it will be able to encourage employees to work more productively and efficiently, to improve the overall performance the company. With productive employees, it will encourage companies to continue to innovate and provide new ideas in the workplace to increase process speed and product quality. The existence of this performance system can produce higher quality products or services, which satisfy customers and help maintain consumer confidence in the products produced. Then, the implementation of a *high performance working system* can help identify employee development needs, so that employees can improve their skills and career paths in the company.

The limitations of this study also indicate several directions for future improvements in future research, namely first, this research is limited to companies that implement high performance systems where there are negative effects such as stress and employee fatigue where the pressure is to achieve targets. high levels can cause excessive stress and burnout in employees, which in turn can impact their physical and mental health.

This impact of stress and fatigue can lead to decreased performance, increased absenteeism, and even physical and mental health problems in employees. Thus, companies need to be able to overcome the negative impact of a high performance system by ensuring that realistic targets are set, support is provided, and a *good work-life balance*.

Second, there is the potential for accidents or errors at work due to excessive pressure to achieve targets which can cause employees to underestimate safety procedures or make mistakes in their work. Therefore companies need to consider the balance between production targets and company needs to ensure safety, quality of work, and employee welfare. Companies must ensure that employees have sufficient resources, adequate rest periods, and the necessary support to carry out their jobs efficiently and safely. Third, a decrease in work motivation will occur if the performance system only focuses on results and ignores long-term achievements, this can reduce employee motivation to do their job wholeheartedly.

The findings of this study for the company have implications that are good for increasing productivity, in which a high performance system can encourage employees to work more efficiently and perform better, thereby increasing overall company productivity to achieve higher business targets and goals, help the company grow and succeed, and can become more competitive in the market and to be superior to its competitors.

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